Webinar Overview

- Tech Orientation
- Welcome

- The Shared Kitchen Landscape
- La Cocina, San Francisco
- Union Kitchen, DC
- Q & A

Jeff Farbman
Wallace Center at Winrock International
About the Wallace Center

The Wallace Center develops partnerships, pilots new ideas, and advances solutions to strengthen communities through resilient farming and food systems.

- National Focus • Systems Change
- Multi-Sector Partnerships • Market-Based Solutions

Key Strategies

Peer Networking and Outreach
Capacity Building, Training and Technical Assistance
Documenting and Sharing Replicable Models and Innovations
Applied Research and Knowledge Development
HOW TO FIND US

- Wallacecenter.org
- NGFN.org
Greenbelt Fund
Local Food Value Chain Coordination Webinar Series

• The Greenbelt Fund supports and enhances the viability, integrity, and sustainability of agriculture in Ontario and Ontario’s Greenbelt.

• Through grants, educational workshops, webinars, and networking initiatives, the Greenbelt Fund’s goal is to create systemic change to permanently increase the amount of local food consumed in Ontario.

Sign up for the Greenbelt Fund newsletter to stay up-to-date on the next webinar!
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The Shared Kitchen Landscape

Ashley Colpaart
The Food Corridor

- La Cocina, San Francisco
- Union Kitchen, DC
- Q & A
The Shared Kitchen Landscape

ASHLEY COLPAART, PHD
THE FOOD CORRIDOR
Trends

Rapid growth

Diversity of kitchen models

Increased public and private investment

Expanding role of kitchens in community and business support
  ◦ Rental uses
  ◦ Programming
  ◦ Partnerships

Inclusion of shared kitchens in other facilities as accessory use
  ◦ Affordable housing, event centers, food hubs etc.
Challenges

Inconsistent performance among kitchens and incubators
Lack of open source guidance
Limited research on successful practices and models
Limited research on industry outcomes
Shared Kitchen Toolkit
A Practical Guide to Planning, Launching, and Managing a Shared-Use Commercial Kitchen

Developed by:
The Food Corridor
Fruition Planning & Management

Funded by:
USDA North Central Region Sustainable Agriculture Research and Education (SARE) program

In partnership with:
Purdue University Extension, Local Food Program

Jodee Ellett, Purdue University Extension, Local Food Program
Ashley Colpaart, The Food Corridor
Dawn Meader McCausland, Fruition Planning & Management

https://www.thefoodcorridor.com/announcing-the-shared-kitchen-toolkit/
Definitions and Models

Image credit: Shared Kitchen Toolkit
Diversity of Models

Vary based on:
- Primary goals and desired outcomes
- Existing resources, needs, and opportunities in the community
- Target type of business
- Target stage of business
- Founder strengths and assets
- Market changes and trends in the food industry
Shared-Use Kitchen

Licensed commercial space and equipment rented to multiple individuals or business entities to commercially prepare or handle food that will be offered for sale or distribution.

Wide range of sizes and features including:
- Multiple workstations
- Professional-grade equipment
- Freezer, cold, and dry storage areas
- Proper sanitation equipment
- Specialized equipment
- Loading dock for receiving and distributing product

[Additional Information: Network for Incubator & Commissary Kitchens (NICK)]
Types of Business Renters

Source: American Communities Trust, *US Kitchen Incubators: An Industry Update, 2016*

Image credit: Shared Kitchen Toolkit

Food Trucks  Bakers  Caterers

*The most common categories of renters*
Small Rural: Chiknegg

900 sf kitchen in Goochland, VA (Pop: 22,000)
Cold, freezer and dry storage
Serves entrepreneurs and value-added producers
Servsafe food safety training and other consulting services
Classes for consumers and pop-up events
Privately run by Lisa Dearden, former farmers market manager and small farm owner
For-profit company

Instagram: @chiknegg
Large Urban: Crafted Kitchen

Housed in a 95-year-old warehouse in the Arts District in Los Angeles
8 semi-private shared kitchens, $28 per hour
2 private, dedicated kitchens
1 studio kitchen used for classes, events and filming
Cold, freezer, and dry storage
Full service kitchen – towel service, receiving, wifi, etc.
For-profit company
Los Angeles pulls big names, events, facility buyouts

Instagram: @craftedkitchen

Photo credit: Crafted Kitchen
Community Kitchen

Community-based kitchen facilities found in community centers, schools, churches, etc.

May rent to businesses but not for the exclusive use of businesses

Serve community at large:
- Meal services for children or food insecure populations
- Facilitating social enterprise programs
- Event rentals
- Community dinners
- Cooking and nutrition classes

May not meet all the standards for commercial food production
Incubator Kitchen

Entrepreneurial support organizations with kitchen facilities that support growth of startup and emerging businesses for the benefit of the local economy, food system, and/or underserved entrepreneurs.

AKA “culinary incubator” or “food business incubator”

SKT 13
Incubator Services

Various formats:
- Classes
- Coaching
- Referrals
- Networking Events
- Mentoring Opportunities
- Investment Opportunities

Examples:
- Startup business classes
- Food safety trainings
- Sales support (distribution, retail, events, etc.)
- Packaging and branding services
- Access to capital
- Legal and financial advising
- Pitch nights, investor introduction

[Additional Information: International Business Innovation Association (InBIA)]
Hot Bread Kitchen Incubates

3000 sf shared commercial kitchen in East Harlem

‘Bakers in Training is an intensive, paid on-the-job program for women facing economic insecurity. By learning the trade of bread baking, women from around the world leverage talent and passion to launch careers in food manufacturing.’

6 month program

Services:
- One-on-one coaching and business planning
- Support accessing capital
- Educational workshops and resources
- Entrepreneur exchanges and networking
- Market access referrals, events and support
- Preincubation "Entrepreneur Assistance Program"

Nonprofit organization
Accelerator

Short-term program (4-6 months)

Cohort structure

Focused on businesses with high growth potential

Competitive application

May be at a specific location or delivered remotely

Often does not include kitchen access

Benefits:
- Intensive mentoring and support
- Investment or pitch opportunity
- Sales/market channel contacts
- Networking opportunities

SKT 17
Food Innovation Centers

Often associated with university agriculture or nutrition departments
Serve startup, growth stage, and established (corporate) businesses
Larger in size with higher capacity equipment
May not offer facility rentals to the public

Commonly provide technical lab and research services such as:
  - Shelf life testing
  - Nutritional analysis
  - Process authority services
  - Sensory and quality testing
  - Culinology
  - Food safety training
  - Market research
Rutgers Food Innovation Center

3 FIC facilities: North, South and Chemistry

Incubator (South): 23,000 sf facility opened in 2008 in Bridgeton, NJ
- Larger scale equipment
- Specialized areas: Beverages/hot processing, bakery and dry process area, cold assembly, blast chilling
- Dry, refrigerated and freezer storage

Rented by the day

Business and Technical Services
- Business, Financial, Marketing Planning
- Quality Assurance/ Food Safety
- New Product Ideation and Prototype Development
- Product, Package, and Process Development and Commercialization
- Sensory Evaluation and Consumer Testing

Photo credit: Rutgers Food Innovation Center
Public Markets, Food Halls & Restaurant Incubators

Retail and food service-focused facilities

Provide affordable, low-risk space to test and grow new food service concepts

May be co-located within shared kitchens and offer entrepreneur support services

◦ Restaurant spaces offered on a short-term or pop-up basis
◦ Food halls with multiple food retailers, vendors, or restaurants
◦ Public markets and mercados with fixed and/or temporary vendor spaces
◦ Food cart and food truck lots providing affordable parking spaces and infrastructure
◦ Ghost kitchens, cloud kitchens, or delivery-only restaurants
Flint FoodWorks

Located in the Flint Farmer's Market (Est. 2014)
  ◦ 50 year round vendors but 20 outdoor seasonal vendors

Mission: Provide culinary entrepreneurs with all the tools necessary to develop and successful market specialty foods, thereby creating jobs and positively impacting economic development of Flint and surrounding area.
  ◦ Encourage the use of local food products and services to continue the growth of the local food movement
  ◦ Integrate local growers and producers into the supply chain of local food manufacturers
  ◦ Develop profitable food based businesses that will create sustainable employment opportunities

Incubator offering Entrepreneur Bootcamp – 5 week intro to starting a food business

2 Kitchens facilities ([video tour](#))
Role of Kitchens in Communities
Kitchen Ecosystem

Image credit: Fruition Planning & Management
Kitchen-Related Opportunities

- Copacking
- Food Hubs
- Onsite Retail
- Culinary Programs and Cooking Classes
- Health and Nutrition Classes
- Food Safety Classes
- Farmers Markets
- Chef or Product Tastings
- Pop-Up Events and Markets

- Workforce Training Programs
- Food Access and Security Programs
- Disaster Relief
- Food Policy Councils
- Community Supported Agriculture Programs
- Community Dinners
- Special Event Rentals
- Photo Shoots
- Film and YouTube Cooking Shows
Aligning Facility Types and Goals

Economic Development – jobs, opportunity, clusters, revitalization, tax base
  ◦ Incubators
  ◦ Shared Kitchens
  ◦ Workforce Training Centers
  ◦ Food Innovation Centers
  ◦ Markets and Restaurant Incubators

Food Systems and Access – local food, food security, health, farm viability and preservation
  ◦ Food hubs
  ◦ Community Kitchens
  ◦ Shared Kitchens
  ◦ Markets
Spectrum of Kitchen/Incubation Solutions

New kitchens are not always needed or warranted
Existing businesses or community centers may be willing to rent facilities
Asset mapping can uncover opportunities and prevent redundancies
Coordination between resources increases impact
Benefits of Leveraging Community Kitchens

Lower capital investment
Decentralized facilities can serve different neighborhoods
Revenues can help support community facilities
Option for communities that lack demand to support new kitchen
Considerations

Facility must have adequate commercial equipment
Needs to meet licensing rules for target business types
Should have onsite cold and dry storage
Can bring in some revenue but not a quick money maker
Management of rentals needed
Tips for Utilizing Community Kitchens

Look for kitchens with community-serving mission

Work with licensing or experienced kitchen managers to determine needed upgrades

Look for grant opportunities to contribute or match investments in upgrades

Make connections between kitchens and entrepreneurial service providers

Consider having a coordinating organization (like Detroit Kitchen Connect or Connect Kitchens GSO)
  ◦ Preps, vets and supports entrepreneurs
  ◦ Coordinates licensing
  ◦ Advises kitchens on upgrades, positioning, rental policies etc.

Develop agreements and policies to ensure clarity and good relationships
Resources

Shared Kitchen Toolkit Resources Chapter (see document or wiki)


TFC Sample Documents, such as policies and procedures: https://drive.google.com/drive/folders/0Bwt1RSKcnLc1cEw3Q0JvbmFGYmM

Network for Incubator and Commissary Kitchens (NICK): https://www.facebook.com/groups/NICKitchens/

International Business Innovation Association (InBIA) Online Class on Food Business Incubators: https://inbia.org/training-and-education/specialty-courses/
Network for Incubator and Commissary Kitchens (NICK)

NICK

- 1200+ member community
  - shared-use kitchen owner/operators, directors, and program and facility managers,
  - food system partners who focus on policy, education, extension, services, and economic development

Network for Incubator and Commissary Kitchens (NICK)-supports the food industry through sharing data, best practices, and technical assistance to build and grow successful shared-use kitchen businesses

https://www.facebook.com/groups/NICKitchens/

#NICKitchens
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La Cocina
San Francisco

Leticia Landa
Deputy Director

- Union Kitchen, DC
- Q & A
SAN FRANCISCO’S INCUBATOR KITCHEN SINCE 2005
**Our Mission**: to cultivate low income food entrepreneurs as they formalize and grow their businesses by providing affordable commercial kitchen space, industry-specific technical assistance and access to market opportunities. We focus primarily on women from communities of color and immigrant communities.

**Our Vision**: that entrepreneurs will become economically self-sufficient and contribute to a vibrant economy doing what they love to do.

**Our Goals**: to improve business profits, increase owner household incomes, and enhance the quality of life of our clients’ families and the local community.
WHY LA COCINA?

Poverty and systemic racism and gender discrimination within the food industry means talented, natural-born entrepreneurs (particularly in immigrant communities) are forced to the margins – to sell in the informal economy.

Challenges
Access to Markets (places to sell)
Permitted Kitchen Space
Formal Business Know-how (TA)
The food industry broadly is inequitable. To tackle this at a local level, you must understand the needs of your community.

<table>
<thead>
<tr>
<th>Women In Charge</th>
<th>Women Account For:</th>
</tr>
</thead>
<tbody>
<tr>
<td>21%</td>
<td>Head Chefs, Nationally</td>
</tr>
<tr>
<td>8.2%</td>
<td>Head Chefs, Bay Area Leading Restaurant Groups</td>
</tr>
<tr>
<td>33%</td>
<td>Restaurant Owners, Nationally</td>
</tr>
<tr>
<td>11.5%</td>
<td>Restaurant Group Owners, Bay Area Leading Restaurant Groups</td>
</tr>
<tr>
<td>86.3%</td>
<td>Restaurant Owners, La Cocina Graduates</td>
</tr>
</tbody>
</table>
LA COCINA’S COMMUNITY

Maria del Carmen, Zenaida, Fernay, Reem, Guadalupe, Shani, Mariko, Heena

Demographics

Business Owners

- Men: 9.3%
- White & Middle Eastern: 18.6%
- Latino: 39.5%
- Black: 18.6%
- Asian: 23.3%
- Women: 90.7%

Languages Spoken at La Cocina

- Khas-kurā
- Tagalog
- Español
- Nihongo
- Tiếng Việt
- Al-’arabiyyah
- Khmer
- Gujarāṭī
- Fārsi
- English
- Français
- Rûsskiy Yazyk
Who do you serve? Why?

Know your community, understand their challenges and barriers and design a program based on their specific needs.
HOW WE STARTED

1998
• Original Feasibility Study

2005
• Community Kitchen Doors Open
• 3 Staff

2006
• Incubator Program Launches

2012
• First Restaurant Graduation
• 5 Staff

2015
• La Cocina Named "Most Important Food Organization in San Francisco"
• 8 Staff

2018
• 28 Brick and Mortar Spaces around the Bay Area
• 12 Staff
OUR BUDGET OVER TIME

2005
• $610,000
• 100% donations

2007
• $600,000
• 15% earned revenue

2010
• $900,000
• 35% earned revenue
• 5 Staff

2012
• $1.6M
• 54% earned revenue
• 8 Staff
• Kitchen Rental: $250k
• Retail Revenue: $340k
• Event Revenue: $680k
• Donations: $800k

2018
• $3M
• 12 Staff
• 47% Donations
WHAT WE OFFER

Subsidized 2,200 sq ft Commercial Kitchen Space
- Program Participants pay on average $14/hour for kitchen and $50/month storage
- Commercial users pay an average of $35/hour for kitchen rental

Industry-Specific Technical Assistance
- A rich network of 100+ dedicated professionals provides free or subsidized technical assistance in marketing, operations, product, finances, and sales for food businesses.

Workshops
- La Cocina offers workshops to its clients and the general public in various aspects of food business knowledge. (Quickbooks, Social Media, PR, etc.)

Access to Markets and Market Positioning
- Staff connects vendors to sales opportunities through partnerships with farmers markets and special events as well as by creating our own La Cocina events (such as the Street Food Festival and Holiday Mercado)
- Marketing under the La Cocina “umbrella brand”
La Cocina began as a community-kitchen model, but we soon realized that an business incubator model would be more effective in creating viable, formal businesses.

**Tiered Structure**

**APPLICATION > PRE-INCUBATION > INCUBATION > GRADUATION**

- Business Plan
- Personal + Business Financials
- Interview with an Advisory Committee
- Kitchen Space
- Technical Assistance
- Workshops
- Access to Markets
- Economic Self-Sufficiency
- Operational Self-Sufficiency
OUR PROGRAM (DETAILS)

$25/month Member Fee

---------------------

Flat-Rate ($11/hr) Kitchen Space for product development

---------------------

Bi-Weekly cohort “Classes” covering Marketing, Product, Operations, Finances with additional individual work to meet pre-incubation plan benchmarks

---------------------

Preparation for sales launch

---------------------

$25/month Member Fee

---------------------

Kitchen Space between $12-$15/hr

---------------------

One-on-one meetings with staff monthly, additional TA from staff and volunteers based on each entrepreneur’s incubation plan to reach benchmarks

---------------------

Achievement of regular sales, focus on business growth, job creation

---------------------

$25/month Member Fee

---------------------

Kitchen Space between $12-$15/hr

---------------------

Monthly meetings specific to graduation – full-wrap around services for exit: assistance with finding exit location, lease negotiations, build-out consulting, staff training, etc.

---------------------

Set up for ongoing support after graduation

8 months > 1 - 4 years > 1 - 2 years
Pre-Incubation > Incubation Growth > Incubation Exit
WHAT WE MEASURE

Outreach/Recruitment
  • Number of Orientations, Office Hours, Workshop Attendees

Incubator Program Entrepreneur Demographics
  • Income at start
  • Household size
  • Personal information (race/ethnicity, age, etc.)

Business Growth
  • Sales and expenses per month
  • Jobs Created (FT/PT/Contract)

Brand Success
  • PR Mentions by business (keeping all articles/links)
PROGRAM ACCOMPLISHMENTS

**Highlights:**

90 Graduates

23 Brick and Mortar Spaces (Cafes, Restaurants, Factories) around the Bay Area

100+ Grocery Stores carry La Cocina products including:

*Whole Foods Market, Dean & Deluca, Williams Sonoma, & many more*

35 Businesses currently in our Business Incubator

120 Jobs created

100+ Community and Industry Professional Consultants Volunteer

318 Low-Income Entrepreneurs have attended our comprehensive orientations
Spice Kitchen
- Project of the IRC in Salt Lake City, Utah
- Focused on Refugees
- Used existing kitchen
- 4+ year engagement
- Shadowing at La Cocina, Visits to Salt Lake, Annual attendance at Conference, ongoing support

The Kitchen Project
- Project of the Auckland City Government in New Zealand
- Focused on Maori and Pacific Islanders
- Use a container kitchen with quick graduations to vacant restaurant spaces
- 1 year engagement
- Shadowing at La Cocina, Visit to Auckland, monthly phone meetings while program was launching

Your Project
- Write La Cocina Consulting/Best Practices into your grants
La Cocina
- www.lacocinasf.org
- (415) 824-2729
- info@lacocinasf.org
- 2948 Folsom Street, San Francisco, CA 94110

Leticia Landa, Deputy Director
- leticia@lacocinasf.org
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Andrew Varnum
Executive Vice President

- Q & A
UNION KITCHEN
BUILDING SUCCESSFUL FOOD BUSINESSES

Kitchen  Distribution  Grocery
UNION KITCHEN IS A FOOD BUSINESS ACCELERATOR.

We build food businesses that launch locally, grow regionally, and scale nationally through our ecosystem.
WE CONNECT THE DOTS...

Businesses learn to be production experts in our Kitchen. They learn to build serious manufacturing.

Businesses learn what retailers want through our Distribution.

Businesses learn exactly what their customers want in our stores.

Through doing and through learning, our businesses grow!
Brands work with us to develop their concept.

They **make** their product in our Kitchen.

They **move** their product through our Distribution.

They **sell** their product in our Grocery stores.
**PAIN POINT**  
Starting a food business is expensive, confusing, and isolating.

**KITCHEN**

Since the dawn of time  
2000s  
2012  
At Home  
Commercial Kitchen  
Union Kitchen

<table>
<thead>
<tr>
<th>VALUE PROPOSITION</th>
<th>Clean, legal production facility with a strong sense of belonging and ability to start scaling</th>
</tr>
</thead>
</table>
| - Low Cost        | - Legal  
|                   | - Clean  
|                   | - Low upfront capital  
|                   | - Ability to start producing  
|                   | - Legal  
|                   | - Clean  
|                   | - Low upfront capital  
|                   | - Great customer service  
|                   | - Sense of belonging  
|                   | - Ability to start scaling  
|                   | - Ability to become the production expert & learn how to engage with the broader ecosystem |

Our core customer is passionate about food and entrepreneurship and wants to turn that passion into something real.
PAIN POINT
Managing a supply chain is difficult.

DISTRIBUTION
Our core customers are Union Kitchen & Compass Coffee.

Farm to Store | Commodity Distributor | Broadline | UK Distro
---|---|---|---
VALUE PROPOSITION
A better distribution service built around partnership with our core customers.

- Access to supplies
- Professionalized
- Delivered direct
- Access to (more) supplies
- More categories, more options
- Professionalized
- Delivered direct
- Single purchase point
- Access to supplies
- Professionalized
- Delivered direct
- Great customer service (friendly, easy to work with)
- Responsiveness
- Sense of belonging
- Curated Made in DC
### Pain Point
Customers want easy access to staple products and impulse snacks.

### 1946 - 7-Eleven
- Convenient Hours
- Snackable Products
- Fast
- Great Customer Service
- Great Food

### 1964 - Wawa
- Convenient Hours
- Snackable Products
- Fast
- Great Customer Service

### 1967 - Trader Joe’s
- Convenient Hours
- Snackable Products
- Fast
- Great Customer Service
- Sense of Adventure
- Great Prices

### 2015 - UK Grocery
- Convenient Hours
- Snackable Products
- Fast
- Great Customer Service
- Sense of Adventure
- Great Prices
- Sense of Belonging
- Made in DC Products

Our core customer is complex. They are looking for a sense of belonging (connection to DC), mixed with a desire for consistency and routine. They love walking, exploring new things, and living in an urban environment.
2012

Blind Dog Cafe
First Pop-Up Cafe in Washington DC

2012

Kitchen
First Commercial Kitchen in Washington, D.C.

2013

Distribution
First Local Distributor in Washington, D.C.

2015

Grocery
Convenience Stores in Washington, D.C.

ACCELERATOR
2016
**Bright Greens**

- Raised $2M Series A funding from Kellogg’s
- Sold in over 2,000 retail outlets nationwide

Bright Greens started in 2014 at Union Kitchen. Originally looking to do a subscription smoothie service, Bright Greens pivoted to a CPG, after identifying a serious need for delicious, convenient smoothies!

They offer frozen smoothie cubes. They achieved local saturation before breaking into regional Whole Foods and adding over 2,000 Krogers. Bright Greens closed a $2M investment from Kellogg’s eighteen94 investment arm.
Swapples is the first plant-based, toaster-ready frozen waffle! Swapples worked closely with Union Kitchen, moving from R&D to on shelves in less than six-weeks.

Over the past year, Swapples has expanded across the Mid-Atlantic and building in the Northeast and Midwest.

Swapples

- First every plant-based frozen waffle
- Concept to shelf in under 6 weeks
- Moving into multiple regions in under two years
Snacklins

- Plant-based snacks
- Distributed by the two largest specialty distributors in the country

Snacklins partnered with Union Kitchen in 2016 to accelerate the growth and sustainability of their brand. Starting with a strong local footprint, Snacklins has expanded to over 1000 accounts and is growing quickly!

Union Kitchen continues to work closely with Snacklins to scale internal operations, streamline production, and increase throughput in existing accounts.
Union Kitchen worked closely with Eat Pizza to build a mission and an actionable strategy - taking the business from an idea to shelf in less than three months.

Eat Pizza is now available in Whole Foods, 7-11, and launching in Krogers.
By the numbers...

500+ MEMBERS CREATING SERIOUS IMPACT IN OUR COMMUNITY...

900+ JOBS CREATED

800+ PRODUCTS LAUNCHED

250M+ REVENUE

80+ STOREFRONTS
www.unionkitchendc.com

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Questions And Answers

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WEBINARS ARE ARCHIVED

TOPICS!

http://ngfn.org/webinars
STRONGER AS COMMUNITIES

▪ Food Hubs
  ▪ bit.ly/foodhubtalk

▪ Value-Added Processing
  ▪ bit.ly/proctalk

▪ Food Systems Leadership Network
  ▪ wallacecenter.org/fsln

Want more information about any of these?

Let us know in the post-webinar survey.